

ANNEX A, p1

### PROJECT ACTIVITIES IN PROGRESS

This annex, although more detailed than the memorandum in describing some of the activities and tentative results of my project, should in no sense be considered a final report. It is primarily intended to indicate aspects which require early attention to round out the project.

- A. Continue contacts at the State Department with Foreign Service Institute personnel currently involved in modifying two FSI courses of the highest relevance to my project, and those in charge of other FSI courses which are of interest to it. The two most important are "These United States", at present a one-week half-day lecture series for personnel at the middle-to-senior level returning from overseas, and "Basic Officers Course--Phase II", a new four-week course for junior personnel returning for their first Washington assignments after two overseas tours. The latter includes one week each of the managerial grid, international communism, area refresher, and U.S. developments, particularly governmental. I expect to get a reading on both of these within a month.
- B. Follow-up FSI contacts to (1) take account of "Americana" which is more implicitly than explicitly conveyed in both area training courses and in such elements as the economic studies division of FSI, and (2) to keep track of proposed courses in political science and international communications. There seems to be an effort in FSI to implement some aspects of recommendations advanced in a 1963 article published in a scholarly journal by Robert Rossow, then of FSI, on "Professionalization of the New Diplomacy". Rossow is now being cited in academic literature on the communications problem. A pertinent quotation from his article concerns the diplomat in the broadest sense: "He must be taught to objectify it (his mother culture) and to see it as of the same fabric as other strange cultures, but he also needs an even greater understanding and attachment to it than do his peers who will not be leaving its environment."
- C. Follow-up State Department (not exclusively FSI) leads on the growing relevance of the behavioral sciences in the communications problem. Particularly, I wish to accept the invitation extended by Mr. Edmund Glenn, of the Language Services Division, Office of Operations, to audit pertinent portions of his next training course for U.S. interpreters to be given in February. According to a Brookings Senior Staff member, Glenn has made distinguished contributions toward "marrying" theoretical academic research and operational use of the behavioral sciences in the field of individual communication, and is author of a book, not yet published, which may become the definitive work in this field. I will of course ask for CIA Security approval for auditing this course.

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- D. Follow-up training implications in FSI and elsewhere of the previously mentioned State Department Bureau circular to embassies in Latin America. (Note that this is entirely independent of and in date prior to the congressional group conclusions in F.)
- E. Continue monitoring AID orientation to get a reasonably complete notion of the effect of modifications introduced in the past few months. The behavioral sciences are having an impact here too. I particularly hope to follow-up initial contacts with the chief AID training "communicator", Dr. Gerald Winfield.
- F. Follow-up any training implication of the requirement of the Foreign Assistance Act of 1966 that political as well as economic and social goals be assessed for effectiveness in U.S. aid programs. This should be stimulated also by the report of a study group of the House Foreign Affairs Committee in mid-1966 that more needs to be done in the field (specifically, Latin America) to communicate "U.S. ideology and motives" to influential foreigners.
- G. Monitor any changes in the near future in Military Assistance Institute training.
- H. Continue monitoring academic trends and developments in such relevant fields as:
  - 1. Practical application of communications theory and research-- some of the papers and conferences of the new <sup>and</sup> Edwin R. Murrow Center for Public Diplomacy at the Fletcher School of Diplomacy are of considerable interest and value.
  - 2. The work of Hadley Cantril, Lloyd Free, Bryant Wedge and Ralph K. White (among others) on the communications problem. All have recently published major contributions on the communications problem which are being hailed as both scientifically sound and operationally useful.
  - 3. Current thought on the problem of goals and communications in aid to and other relations with developing countries. Brookings sponsored a conference in September which brought leading academicians such as Lucien Pye together on these and other foreign aid problems. The conference papers will be made available to me early in 1967 through contacts at Brookings.

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4. Continue other academic contacts already established both at Brookings and in the area--e.g. Dr. Ralph White of George Washington University, formerly of the USIA Research Staff, whose article in Foreign Affairs last January on how Americans can explain the U.S. economy to foreigners without the semantic difficulty aroused by such words as "capitalism" has attracted much attention.
5. Maintain continuing contacts at USIA with my long-standing friends in the Training Division--Dr. Paul Conroy and Dr. Claude Cross--as well as with Mr. Charles Vetter, all of whom have been most helpful with information and suggestions.
- I. Prior to completion of the training paper, check unclassified drafts of appropriate portions for factual accuracy with training officers of the other departments and agencies who have been kind enough to assist me during the project.
- J. As a by-product but one important to OTR, pull together the material I was asked to collect by OBF on orientation in other departments and agencies, for dependents going abroad.

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